



CAPABILITY STATEMENT

Evidence. Engagement. Equity. Enduring value.

All Things Social Impact is a specialist social impact and social risk advisory practice helping organisations plan, approve and deliver responsible projects that create lasting value for communities and stakeholders.

All Things Social Impact combines rigorous social impact assessment, practical risk management and meaningful community engagement to support informed decisions, defensible approvals, strong relationships and implementable commitments.

AT A GLANCE



FOUNDER & DIRECTOR

Andrea Kanaris
20+ years' experience



SPECIALIST FOCUS

SIA, social risk, community benefits, expert witness and capability uplift



NATIONAL PERSPECTIVE

Delivery across Australia with international project and policy experience



SECTOR EXPERTISE

Mining, resources, renewable energy, transmission, infrastructure and government



EVIDENCE BASED

40+ SIAs and engagement programs; author of the Queensland SIA Guideline (2018)

OUR CORE SERVICES



ADVISORY

Social Impact Assessment
Social risk and opportunity
Stakeholder engagement
SIMP and community benefits



INDEPENDENT ASSURANCE

Peer review and QA
Due diligence
Regulatory adequacy review
Project rescue and advice



EXPERT WITNESS

Independent expert reports
Court and tribunal support
Expert evidence
Contested social issues



CAPABILITY UPLIFT

Training and workshops
Tools and templates
Coaching and mentoring
Governance and systems

CONTACT

E info@allthingsocialimpact.com
T +61 420 714 453
W allthingsocialimpact.com

ABOUT ALL THINGS SOCIAL IMPACT

Founder-led specialist advice for proponents, governments, regulators and multidisciplinary teams. All Things Social Impact connects social evidence to project design, approvals, delivery and enduring community value.

AUSTRALIA | NATIONAL DELIVERY

*Better projects.
Stronger communities.
Lasting impact.*



01 | WHY ALL THINGS SOCIAL IMPACT

Better decisions start with the social evidence

All Things Social Impact helps clients identify what matters early, understand the consequences of change and convert evidence into clear project, approval and community decisions.



Social risk becomes project risk when it is identified too late, poorly evidenced or separated from design and delivery decisions.

All Things Social Impact works at the point where community conditions, stakeholder expectations, project design, regulatory requirements and delivery realities intersect. The result is advice that is technically credible, proportionate to risk and practical for the people responsible for implementation.

**Senior judgement.
Practical delivery.**

**No generic ESG language.
No assessment for assessment's sake.**

THE VALUE ALL THINGS SOCIAL IMPACT CREATES

01 Identify material risk early Surface housing, workforce, services, access, amenity, cohesion and cumulative pressures before they become schedule or approval issues.	02 Strengthen approvals Develop clear, defensible evidence and management responses aligned with statutory guidance, conditions and decision-maker expectations.	03 Influence project design Use social evidence to shape workforce, accommodation, access, engagement, procurement and benefit strategies while options remain open.
04 Create credible benefits Design community benefits, local procurement and investment commitments that respond to local priorities and can be governed and measured.	05 Manage cumulative effects Understand how multiple projects interact with regional capacity, vulnerable groups and community confidence, not just impacts in isolation.	06 Make commitments implementable Translate assessment findings into owners, actions, indicators, accountabilities and monitoring that delivery teams can use.

WHY CLIENTS CHOOSE ALL THINGS SOCIAL IMPACT



Regulatory insight

Author of the Queensland Coordinator-General SIA Guideline (2018).



Senior-led delivery

Direct access to the specialist responsible for the judgement and final advice.



Social science + risk

Mixed-method evidence integrated with structured impact and residual risk assessment.



Independent judgement

Clear advice that improves decisions, even when the issues are difficult or contested.

02 | CAPABILITIES

Integrated capability for complex projects and contested decisions

All Things Social Impact provides end-to-end delivery and targeted specialist interventions from early feasibility through approvals, construction, operation, closure and dispute resolution.



Social impact assessment & social risk

Understand who may be affected, how impacts arise and what should be managed.

- SIA screening, scoping and regulatory strategy
- Social locality definition, baselines and community profiles
- Impact pathways, significance, residual risk and opportunity
- Stakeholder evidence, targeted engagement and validation
- Vulnerability, equity, distributional and cumulative effects
- SIMP, mitigation, enhancement, monitoring and reporting



Community benefits & social performance

Create lasting local value while strengthening trust and delivery performance.

- Community Benefit Agreement strategy and negotiation support
- Benefit sharing, community investment and governance
- Local content, social procurement and supplier participation
- Workforce, accommodation, housing and service planning
- Social performance frameworks and commitment registers
- Program evaluation, outcomes measurement and SROI



Independent assurance, expert witness & dispute support

Provide objective senior analysis where credibility, independence and defensibility matter.

- Independent peer review and technical quality assurance
- Compliance, evidence-gap and adequacy review
- Expert reports, affidavits and expert evidence
- Court, tribunal, mediation and legal-team support
- Due diligence for governance, project and investment decisions
- Targeted issue resolution, project recovery and contested matters



Training, tools & organisational capability

Build practical, repeatable capability across teams and professional practices.

- Executive, project team and practitioner training
- Capability diagnostics and tailored uplift plans
- Facilitated workshops, webinars and professional education
- Coaching, mentoring and technical supervision
- Templates, checklists, databases and guidance tools
- Responsible and accountable use of AI in impact assessment

FLEXIBLE DELIVERY

Lead consultant • Independent reviewer • Embedded social impact specialist • Expert witness • Strategic adviser to executives or legal teams • Specialist partner within engineering, environmental, planning and ESG teams

03 | DELIVERY APPROACH

From early feasibility to enduring value

A structured method keeps social evidence connected to the decisions, commitments and accountabilities that determine project performance.



A PRACTICAL FIVE-STAGE METHOD

1

Define the decision

Confirm project stage, social locality, material risks and the decisions the work must support.

2

Build the evidence

Integrate demographic data, technical studies, policy, project information and local knowledge.

3

Engage and validate

Test assumptions through targeted engagement, lived experience and underrepresented voices.

4

Assess and respond

Evaluate significance, cumulative effects, options, mitigation, enhancement and trade-offs.

5

Embed and monitor

Translate findings into commitments, governance, indicators, reporting and continuous learning.

SUPPORT ACROSS THE PROJECT LIFECYCLE

All Things Social Impact scales the level of effort to the project stage and risk profile, from early screening through closure and post-project evaluation.

SECTORS AND CLIENTS

All Things Social Impact works with proponents, operators, public agencies and professional advisers responsible for projects with material community consequences.

1 Feasibility & design

Screen issues, define locality, influence options and establish the evidence strategy.

2 Approvals & investment

Prepare SIA, peer review, expert advice and decision-ready commitments.

3 Construction

Implement SIMP, workforce, accommodation, procurement, engagement and monitoring measures.

4 Operations & transition

Review performance, adapt commitments, evaluate benefits and manage change.

5 Closure & legacy

Assess transition impacts, future land use, regional resilience and enduring value.

Mining & resources

New projects, expansions, operations, closure and regional transition.

Transmission & utilities

Grid connections, corridors, substations and network investment.

Government & public agencies

Regulators, councils, policy, planning and regional development.

Renewable energy & storage

Solar, wind, BESS, hydrogen and energy transition development.

Infrastructure & industry

Transport, ports, resource recovery, industrial and major development.

Professional services & legal

Engineering, environmental, planning, legal, ESG and investment teams.

METHODS

Methods are aligned with applicable Australian planning and approval frameworks, Queensland and New South Wales SIA guidance, IAIA principles and project-specific requirements. All Things Social Impact applies proportionate methods rather than a one-size-fits-all template.

04 | SELECTED EXPERIENCE

Evidence translated into practical project outcomes

Selected assignments demonstrate All Things Social Impact's ability to identify material issues early, strengthen assessment quality and design measures that can be implemented and governed.



UTILITY-SCALE SOLAR + STORAGE

Mackenzie River Solar Farm and BESS

BSR | Isaac Region, Central Queensland

Challenge: A 30-month construction program with a peak workforce of about 400 created potential housing, service, traffic, childcare and local labour pressures.

All Things Social Impact role: Prepared the SIA, social baseline and impact assessment, and aligned management measures with Community Benefit Agreement commitments and negotiations.

Outcome: Produced implementable workforce, accommodation, procurement and benefit measures responsive to local conditions.

Isaac Regional Council described the work as "gold standard".

STATE SIGNIFICANT DEVELOPMENT

Brushy Creek Solar and BESS

BSR | Armidale Region, New South Wales

Challenge: A proposed 300 MW solar project and 400 MW four-hour BESS required an early, decision-useful SIA pathway for the NSW approval process.

All Things Social Impact role: Prepared the Gate 1 Scoping Report, social locality, targeted profile, early impact scoping and the validation and detailed SIA methodology.

Outcome: Identified workforce, housing, trade capacity, visual amenity, agricultural co-existence and community value issues early enough to shape the detailed assessment.

MULTI-PROJECT RENEWABLE DEVELOPMENT

South Queensland Renewable Generation Hub

Windlab | Wandoan and Taroom, Queensland

Challenge: Multiple concurrent renewable projects were creating cumulative concerns about housing, workforce, roads, services, social cohesion and benefit distribution.

All Things Social Impact role: Delivered baseline and engagement analysis, SIA inputs, peer review, cumulative impact assessment and a Social Impact Management Plan framework.

Outcome: Strengthened the evidence base by prioritising material risks, vulnerable groups, cumulative pressures and practical regional responses.

HIGH-VOLTAGE TRANSMISSION

Bungaban Wind Farm Connection

Powerlink Queensland | Western Downs, Queensland

Challenge: A 275 kV transmission connection was being planned amid multiple energy developments, cumulative regional pressures and consultation fatigue.

All Things Social Impact role: Developed the SIA and SIMP methodology, social locality, baseline approach, targeted engagement strategy and cumulative impact framework.

Outcome: Created a coordinated approach that leveraged existing evidence, reduced duplication and focused engagement on directly affected and higher-risk stakeholders.

"GOLD STANDARD"

A local government assessment of All Things Social Impact's SIA and community benefit work for a major renewable energy project.

ADDITIONAL EXPERIENCE

MacIntyre Wind Farm Precinct; Ensham Residual Void Project; Arrow Energy LNG Plant and Bowen Pipeline; advanced resource recovery; energy storage; mining; regional infrastructure; expert social assessment for planning proceedings; and independent review assignments across Queensland and New South Wales.

05 | FOUNDER & DIRECTOR

Founder-led. Independent. Accountable.

Every engagement is led or overseen by Andrea Kanaris, giving clients direct access to senior judgement from scoping through to final advice.



Andrea Kanaris

Founder & Director | Social Impact Specialist



20+ years

Government, consulting, public health and major projects.



40+ assessments

SIAs and engagement programs across Australia and internationally.



Guideline author

Queensland Coordinator-General SIA Guideline (2018).



International perspective

Experience across Australia, Indonesia and the United Kingdom.

Andrea Kanaris is a social scientist, social planner and recognised social impact specialist with more than two decades of experience across government, consulting, public health and major projects. She has led or contributed to more than 40 social impact assessments and engagement programs.

Andrea authored the Queensland Office of the Coordinator-General Social Impact Assessment Guideline (2018), providing rare insight into both policy intent and practical application. She has held senior technical and leadership roles with Umwelt, EMM, Urbis and Hatch.

She is the author of A Practical Guide to Social Impact Assessment for the Real World and has presented internationally on the role of SIA in shaping community development funds for energy projects. Her work is known for clear evidence, practical judgement and measures that delivery teams can implement.

WHAT CLIENTS GAIN

- Direct access to the senior specialist responsible for the work
- Clear, defensible advice for executives, regulators and decision-makers
- Practical strategies that connect community evidence to project delivery
- Independent judgement on difficult, high-risk or contested matters

EXPERT WITNESS & LEGAL SUPPORT

Independent expert reports, expert evidence, joint expert processes, critical review and support to legal teams on the social dimensions of planning, development and project disputes.

Let's discuss the social dimensions of your next project

Early, independent social impact advice can improve design, strengthen approvals and prevent avoidable project and community risk.

info@allthingsocialimpact.com
+61 420 714 453
allthingsocialimpact.com

